

The following is information gleaned from asking 4 manufacturers in the region which are currently utilizing 2-Second Lean the following 4 questions:

- What were some of the first steps you took to get started? –(and second steps?)
- What were the difficulties?
- What were the successes?
- What would you do differently?

AMERICAN TURNED PRODUCTS, INC. (ATP)

Contact: Scott Eighmy, CEO

PH (814) 474-4207 - SEighmy@ATPTEAM.COM

Viking is a great place to visit. They have been the catalyst for ATP and have been mentors for us in the process. Their progress can be overwhelming to see and get your arms around.

[For ATP] The hardest part of this is **starting**. In order to do so, there are a few basic, but critically important things that must be in place to make this work:

1. Top management must be all in. Sounds simple, but it will not work without it.
2. Managers must read the 2 Second Lean Book and have a basic understanding of the process.
3. Commit to having daily Communication Meetings. The book and the process that it outlines are very simple. The buy in and commitment are tough, but 100% necessary to make this work.

The **difficulties** that we had were trying to keep track of everything. The folks at Viking told us not to worry about this, so we stopped. We had thousands of 2 second improvements, suggestions, etc and it became impossible to manage it all. Don't get caught up in details, important things take care of themselves. Some people never buy into this and eventually weed themselves out. You will find that some of the people you thought would embrace this do not and some you never thought would come along, do.

The biggest **success** of the process is a change in culture and improved overall communication in the company. Our meetings have evolved over time and greatly improved in terms of efficiency. Early on, we had longer meetings, 30-40 minutes. Now they are 10 minutes or less and very productive. A different employee runs the meeting each week. It gets and keeps people engaged. The overall engagement of our people is much better than at any other time in our company. Everybody understands what is important every day. People are working together more frequently. Our plants are cleaner and safer and it's easier to see how we are doing by just walking around. Regarding safety, it is the single best indicator of how a company is doing overall. It is a great measure of engagement. You can't BS your way through it as managers. You have to walk the talk.

What would I do **differently**? Nothing. You can't short cut the process and every company is different. We have been into this for 3 years and are light years behind Viking, but that's ok. We'll find our way through this. It's not a competition. All we need to do is get better every day. As long as that is happening, we will be ok. We still got a long way to go!!

FINISH THOMPSON, INC. (FTI)

Point of Contact: Mike Towner, President

PH (814) 455-4478 - mctowner@finishthompson.com

(Also, see attached documents)

What were some of the first steps you took to get started? –(and second steps?)

1. We have a working teamleader structure at FTI so we started with them....essentially they are working supervisors and the leaders of the floor.
2. Big Picture presentation and brainstorm – the idea was to get them to think about the company in the context of competition and to start to understand the basics of business. The Brainstorm started the leaders on the road to working together as a team and resolving problems. (Mfg Leadership Mtg Minutes)
3. Working in tantum with the teamleader improvement effort we rolled out our manufacturing performance model – pictorial of our manufacturing strategy. One key point...we have open book financials and a lucrative profit sharing...1st Qtr payout of just the 50% cash portion was \$2039 for each employee...ala Great Game of Business...and key to answering the question...."What's in it for me?"
4. Started Teamleader University – see attached curriculum:
 - a. During the training we rolled out 2 second lean
 - i. Read 2 second lean book
 - ii. Walked through discussion outline
 - iii. Developed rollout strategy with Teamleader help
 - iv. Introduced 2 second lean to floor via floor meetings and presentation (see attached)
 - v. Developed out daily meeting format
 - vi. Developed our own manufacturing code
 - b. By working with the Teamleaders and having them develop the code...they owned the rollout
 - c. Our Manufacturing Operations Manager owned the walkthrough and was the main cheerleader
 - d. Ordered Kaizen foam from FastCap...lots of it, cutting knives...lots of them....and markers
5. Started Floor FTI University – which we will finish up later this summer
6. Established Manufacturing KPI's – need a dashboard to measure performance improvements....that ties to profitability....that ties to impactful profit sharing

What were the difficulties?

1. Getting the teamleaders over their fear of the unknown. They really didn't think they could come up with ideas
2. Getting folks over their fear of public speaking...#1 fear. We elected not to have the office, me or Casey to attend the meeting due to the additional fear factor. This was purely a manufacturing initiative.

What were the successes?

1. Floor evolving with improvements
2. KPI's improving due to improvements
3. Profit sharing checks getting bigger

What would you do differently?

1. Move faster
 2. We are in the midst of a plant expansion and rearrangement. This has hindered some improvements in some areas...timing?
 3. Work directly with teamleaders to define standardized improvement items....eg....what color and type of trashcan will we settle upon.
 4. Maybe I should have been more "hands-on." I worked through my Manufacturing Operation Manager
 - a. Pro's: He owns it, he's learning how to lead, mentoring him but staying out the fray makes him stronger
 - b. Con's: It's just like a professional sport....momentum is very important...reading the player attitudes, performance and making adjustments is critical to winning the game
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INDUSTRIAL SALES & MANUFACTURING, INC. (ISM Erie)

Contact: Lori Colvin, Director of Quality and Regulatory Affairs
PH (814) 833-9876 ext. 392 - lcolvin@ismerie.com

If Viking Plastics is involved, then you are very lucky. They are the best at Two Second Lean! Here's what I can tell you:

What were some of the first steps you took to get started? –(and second steps?)

- The management team, the supervisors and the team leaders read the book "2 Second Lean – How to Grow People and Build a Fun Lean Culture" by Paul Akers.
- Introduced daily stand-up meetings – we call them Daily Scrums
- Established the key values for the daily scrum meetings (commitment, openness, focus, respect and courage)
- Established goals for the daily scrum (communication, engagement, continuous improvement, teamwork)
- Created a daily scrum agenda template

What were the difficulties?

- Employee's attitudes and participation
 - "A new trend or flavor of the month management is trying"
 - "What a waste of productive time"
 - "These meetings are costing the company money"
 - "My words and ideas won't mean anything so what is the point"
- Keeping the meetings on point and not allow it to be a "whining session"

What were the successes?

- In over three years, ISM employees have generated over 1500 Two Second Improvements and over 300 continuous improvement projects recommended with 90+ completed

- Before and After Photos posted in shop as a visual display of ISM's commitment to lean
- Honored the Two Second Improvement Pioneers and Pacesetters
- Employee engagement even the cranky "no way is this going to work" individuals
- Improvement in communication

What would you do differently?

- Consistently honor the two second improvement leaders
 - Create an academy that dives deeper in lean so that more employees become process experts and continuous improvement leaders
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Dan Ignasiak, President of SEPCO was in Italy on business, however he shared this with the Erie Lean Together Group after they hosted at their facility earlier this month:

We have come a long way since we started our journey in August of 2016 and we get excited showing it off. We recognize that we have a long way to go but it feels good to make progress every day.

Someone asked if we met resistance with our rotating "King of the Bathroom" duty. We simply answered "No" but there is a bit more to it. I personally handled this task for several months while we figured out a standard cleaning procedure. After that, I don't think anyone would dare to complain about having to do it themselves. Plus the fact is that there is not much to cleaning a bathroom as long as everyone does their part and they usually do. Everyone appreciates a clean bathroom.

I also forgot to mention one of my favorite benefits of this journey...We never have to clean up the place when visitors are coming. We still have our messes but they are far fewer than before. ...

If anyone has any other questions or comments, feel free to share them with the group or you can contact me privately.

Contact: PH 814-864-0311 - dan@sepc-erie.com

FASTCAP

Paul Akers stresses 2-Second Lean is a focus on "Building Our People."

From his YouTube video "Lean is Simple – FastCap": Real learning only occurs when people ask questions. You don't learn by listening. You learn by being engaged in the process and asking questions. [It took 5 years to get his employees to buy in. He said, "I wanted them to make improvements but I wasn't coaching them *how* to learn to recognize improvements...now they experiment. Do they have to ask my permission? No! They're empowered to do it."]

The Goal of 2 Second Lean is to have every employee participating in discovering lean ideas.

At 7 AM every morning at Fastcap their team begins with the 3 S's: Sweep, Polish, and Sort. They're looking for nothing more than 2 second improvements. The first 90 minutes to 1 hour and 45 minutes of

every day begins this way. It's to create standardization. The Goal is to see waste. Everyone in the organization is to find and implement a lean solution for their own job area.

Akers shared the graphic of the 8 Deadly Sins of Waste with his people and he shared they review it *every single day*. He noted the most exciting aspect of 2 Second Lean is its ability to empower employees to take ownership of their work place and implement lean ideas daily. Akers offered that lean is not about being organized, you can organize waste. The idea is to use our wits not our wallets.

Finally, "lean isn't about you." Akers recalled visiting Toyota when he started his lean implementation at Fastcap. The president of Toyota, Ritsuo Shingo, spent the first 3-4 hours of his visit with the group he was with cleaning the floor of their offices. They were on their knees cleaning the floor. The lesson – humility. You need to be humble to implement lean. From the top of the organization on down, you need to accept you are wrong and someone may have a better idea. Total System Development is as Shingo describes, "accumulation of small ideas by everybody." 50% of what they do at Fastcap is failure. You need to adopt an attitude of allowing your people to fail. It's okay to fail. It's about realizing everyone is allowed to make their jobs better!

NOTE Conversation between Paul Akers and Toyota, VP of Lexus. "What is the most important thing for Toyota?" ... "Toyota doesn't care about the next engineering fee, the next hybrid, the next factory, the next sales and marketing program, the next factory we're opening up in some other geographical location in the world. We don't care about any of it! We care about 1 thing and 1 thing only: Teaching and training our people and building a culture of continuous improvement."

Toyota might not build the best car in the world, but they are the best manufacturer in the world.